

# 2011 Military Health System Conference

## TRUST: The Piece That's Missing

*The Quadruple Aim: Working Together, Achieving Success*

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25 January 2011



Trust Enhancement And Sustainment Task Force

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE <b>25 JAN 2011</b>		2. REPORT TYPE		3. DATES COVERED <b>00-00-2011 to 00-00-2011</b>	
4. TITLE AND SUBTITLE <b>TRUST: The Piece That's Missing</b>				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>Army Medical Command, Trust Enhancement And Sustainment Task Force, Fort Sam Houston, TX, 78234</b>				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release; distribution unlimited</b>					
13. SUPPLEMENTARY NOTES <b>presented at the 2011 Military Health System Conference, January 24-27, National Harbor, Maryland</b>					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT <b>Same as Report (SAR)</b>	18. NUMBER OF PAGES <b>14</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			

# TRUST: The Piece That's Missing



- What is Trust?
  - A charge or duty imposed in faith or confidence or as a condition of some relationship
  - Something committed or entrusted to one to be used or cared for in the interest of another
  - Assured reliance on the character, ability, strength, or truth of someone or something
  - Dependence on something future or contingent: hope

# TRUST: The Piece That's Missing



- Why Trust is difficult to define!
  - Different for everyone
  - Facilitated or inhibited by:
    - Beliefs
    - Behaviors
    - Emotions
    - Skills

# TRUST: The Piece That's Missing



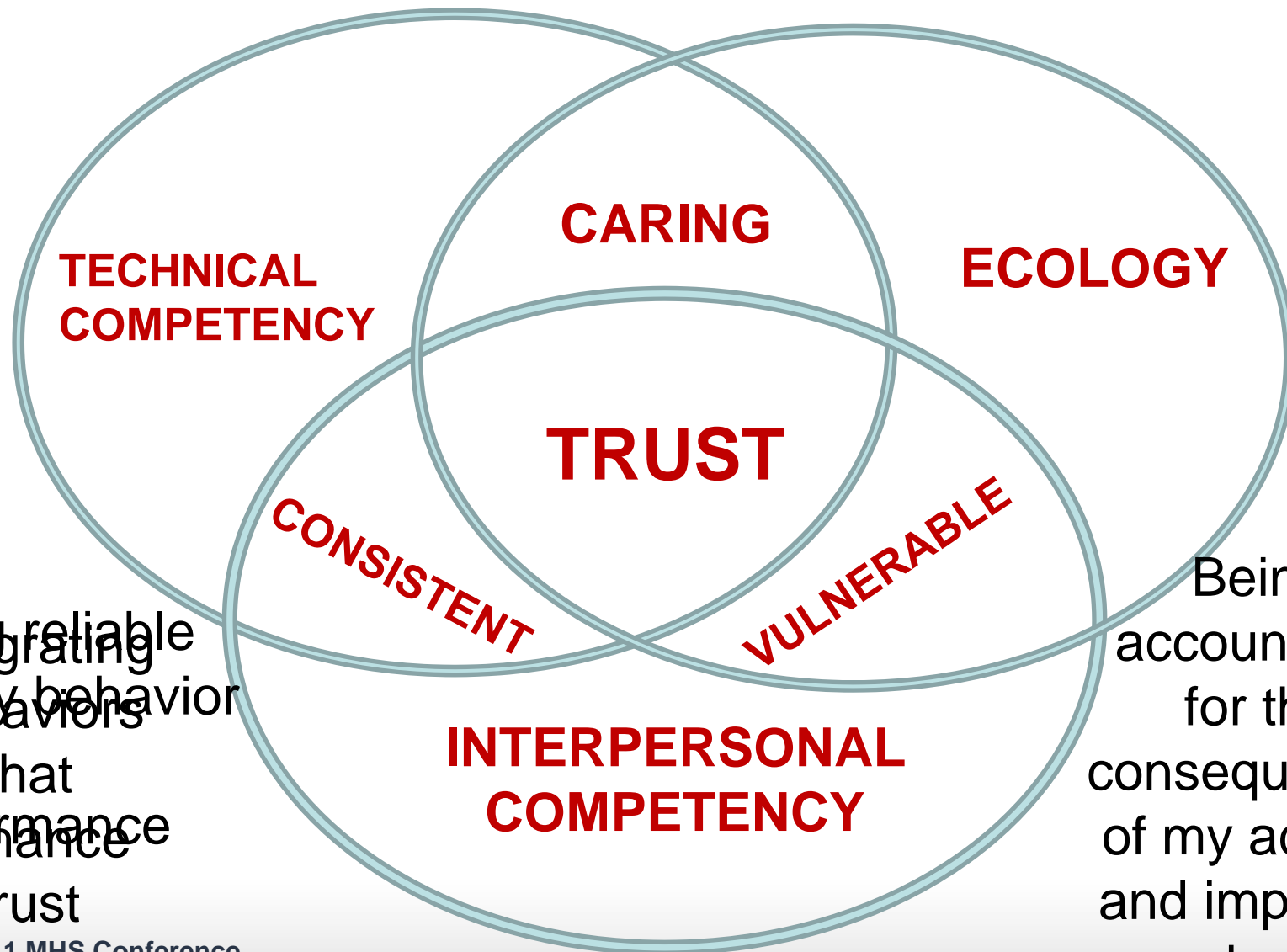
- What are the myths surrounding Trust?
  - Trust is a function of time
  - Discussing Trust is “touchy-feely” and not appropriate for the workplace
  - Keeping Trust requires the avoidance of conflict at all costs
  - Once Trust is broken, it is non-repairable or will take a long time to rebuild
  - Trust is a nice to have but irrelevant to business

# TRUST: The Piece That's Missing



- What is the research on Trust?
  - No significant research prior to 2000
  - Current research efforts
    - Self and societal Trust
    - Medical research focus—PCP/Patient Trust
    - Organizational Trust focus—impact on the bottom line
  - Little agreement on all facets of Trust
  - No agreement on interpersonal competencies
  - Minimal focus on underlying personal beliefs

# TRUST: The Piece That's Missing



Being reliable  
for my behavior  
and that  
performance  
enhance

trust

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Being  
accountable  
for the  
consequences  
of my actions  
and impact of  
my beliefs<sup>6</sup>

# TRUST: The Piece That's Missing



How do people come to Trust?

**E**

**G**

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## Scorecard

- What do individuals need to do to earn Trust?
- If Trust is broken can it be regained?
- What needs to happen to regain?

## Scorecard

- What does it take to break your Trust?
- If Trust is broken can it be regained?
- What needs to happen to regain?



# TRUST: The Piece That's Missing



- What is the impact of Trust ...
  - On you
  - On your organization
    - Mission Accomplishment
    - Strategic planning and focus
    - Daily operations
  - On your family

# TRUST: The Piece That's Missing



- What are the initial challenges of building a Trust-Based relationship or organizational culture?
  - Integrating new behaviors uncomfortable
    - Conflicts may arise
    - Belief clashes may become evident
    - Mistakes may happen at an increasing rate
  - Policies and processes need to be revamped
  - Reliance on senior leaders to model new behaviors and hold folks accountable

# TRUST: The Piece That's Missing



- What are tips for managing and leading Trust-Based organizations?
  - Hold self and others accountable for performance AND behavior
  - Transparent Communication
  - Describe the “What” vs. the “How”
  - Skilled conflict resolution
  - Expect mistakes—encourage learning
  - Renew policies and procedures

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- What are the myths surrounding Trust?
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# TRUST: The Piece That's Missing



- What is the truth about Trust?
  - Trust starts with self
  - Trust is a matter of choice
  - Trust defines relationships and can always be regained if people are willing
  - Trust is a function of choice **NOT** time
  - Trust directly impacts the bottom line
  - Trust-Based organization are ecological
  - Trust is an emotional connection

# TRUST: The Piece That's Missing



## **The Piece That's Missing ... TRUST**

## **Discussion and Questions**

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